

BEFORE THE
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

ANNUAL COMPLIANCE REVIEW, 2021

Docket No. ACR2021

**RESPONSES OF THE UNITED STATES POSTAL SERVICE TO
QUESTIONS 1-15 OF CHAIRMAN'S INFORMATION REQUEST NO. 25**

The United States Postal Service hereby provides its responses to the above-listed questions of Chairman's Information Request No. 25, issued on March 18, 2022. Each question is stated verbatim and followed by the response.

Respectfully submitted,

UNITED STATES POSTAL SERVICE

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1. The Postal Service states that in FY 2021 it experienced significant challenges due to natural disasters and weather events and that “[i]n some cases, these events impacted postal suppliers and led to reduced on-time service performance.” *FY 2021 Annual Report* at 35. The Postal Service has also referred the Commission to its industry alert archive, which collects industry alerts, or near real-time notices concerning service disruptions due to natural disasters and weather events, from prior fiscal years.¹ Please identify the top 10 natural disasters and/or weather events that the Postal Service asserts had the most impact on High-Quality Service results in FY 2021. Please identify the event, the timing, and the affected geographic area. The answer may be provided in a format similar to the response to Chairman’s Information Request (CHIR) No. 10, question 5.b.i. in Docket No. ACR2020.²

RESPONSE:

Event	Dates	General Impacted Area
Hurricane Delta	Oct 4 th – Oct 12 th , 2020	Louisiana
Winter Storm Gail	Dec 16 th – Dec 17 th , 2020	New York, Pennsylvania, Virginia
Winter Storm Uri	Feb 13 th – Feb 17 th , 2021	New Mexico, Texas, Oklahoma, Louisiana, Arkansas, Mississippi, Tennessee, Kentucky, Illinois, Indiana, Ohio, Pennsylvania, New York, Vermont
Winter Storm Viola	Feb 15 th – Feb 20 th , 2021	Texas, Oklahoma, Louisiana, Arkansas, Mississippi, Tennessee,

¹ Revised Response of the United States Postal Service to Question 19.b of Chairman’s Information Request No. 1 -- Errata, March 14, 2022, question 19.b.i.-ii.

² See Docket No. ACR2020, Responses of the United States Postal Service to Questions 1-6 of Chairman’s Information Request No. 10, February 11, 2021, question 5.b.i.

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		Kentucky, North Carolina, Virginia, West Virginia, Maryland, Pennsylvania, New Jersey
Winter Storm Xylia	Mar 13 th – Mar 14 th , 2021	Colorado, Wyoming, Nebraska, South Dakota
Dixie Fire	Jul 13 th – Oct 25 th , 2021	California
Structural Issue at San Juan Processing and Distribution Center (related to erosion)	Aug – Sep, 2021	Puerto Rico
Hurricane Henri	Aug 15 th – Aug 25 th , 2021	New Jersey, Pennsylvania, New York, Rhode Island, Connecticut, Massachusetts
Hurricane Ida	Aug 26 th – Sep 4 th , 2021	Louisiana, Mississippi, Kentucky, West Virginia, Virginia, New York, Pennsylvania, New Jersey
Hurricane Nicholas	Sep 12 th – Sep 18 th , 2021	Texas, Louisiana

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2. In the Preface for Library Reference USPS-FY21-38, the Postal Service states that the total number of Point of Sale (POS) surveys in FY 2021 was 2,267,256.³ By contrast, the summary of response counts lists the total number of POS survey responses as 2,292,039.⁴ Please reconcile this discrepancy and confirm the total number of POS survey responses in FY 2021.

RESPONSE:

The discrepancy is the result of an error in the "CX_Question_Response_Counts_FY21.pdf" file in the "USPS-FY21-38" folder. The mistaken inclusion of survey responses from Self-Service Kiosks (SSKs) resulted in the increased survey count of 2,292,039. These survey responses are not included in the calculation of the National Performance Assessment (NPA) Point of Sale (POS) Survey score, nor the Customer Experience (CX) Composite score. An updated summary of response counts is filed with these responses omitted from all tallies. See CX_Question_Response_Counts_FY21_Corrected.xlsx, attached as an Excel file.

The Postal Service confirms that the total number of POS survey responses in FY 2021, for the purposes of NPA reporting, is 2,267,256.

³ Library Reference USPS-FY21-38, December 29, 2021, folder "USPS-FY21-38," PDF file "USPS-FY21-38 Preface.pdf," at 5 (Preface).

⁴ Library Reference USPS-FY21-38, folder "USPS-FY21-38," Excel file "CX_Question_Response_Counts_FY21.xlsx," tab "POS," cell A1.

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3. Please provide the total number of motor vehicle and non-motor vehicle accidents for FYs 2018 through 2021.

Fiscal Year	Motor Vehicle Accidents	Non-Motor Vehicle Accidents	Total Number of Accidents
2018			
2019			
2020			
2021			

RESPONSE:

Below, please find the total number of motor vehicle and non-motor vehicle accidents for FYs 2018 through 2021:

Fiscal Year	Motor Vehicle Accidents	Non-Motor Vehicle Accidents	Total Number of Accidents
2018	30,028	64,893	94,921
2019	28,933	61,383	90,316
2020	26,210	56,354	82,564
2021	27,800	57,324	85,124

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4. The Postal Service states it met the FY 2021 Total Accident Rate target by “continuing the Safety Intervention and Recognition Program that tracked district level performance each month.” *FY 2021 Annual Report* at 42.
- a. Please describe the Safety Intervention and Recognition Program.
 - b. Please explain how the Safety Intervention and Recognition Program tracked district level performance each month.
 - c. Please explain how the Safety Intervention and Recognition Program helped the Postal Service meet the FY 2021 Total Accident Rate target.

RESPONSE:

- a. The Occupational Safety and Health Intervention and Recognition Program is a program designed to monitor, assist, and recognize performance to encourage the implementation of occupational safety and health best practices that will make a difference in the lives of the Postal Service's employees.
- b. Each month, HQ Occupational Safety and Health will analyze NPA data using Enterprise Data Warehouse (EDW) and Injury Compensation Performance Analysis System (ICPAS) records.

Intervention is applied when any of the following occur:

- Any District exceeds a Total Accident Rate of 6;
- Any Division exceeds a Total Accident Rate of 11; or
- Any District or Division shows a 3 percent or greater, as compared to the same period last year (SPLY), in the number of injured employees receiving workers' compensation disability compensation payments.

During the subsequent month, HQ Occupational Safety & Health monitors improvement on a weekly basis and determines if escalation is necessary.

Through successful early intervention, each District has an opportunity to get performance back on track before the end of the year. Trends of rising accident

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rates can be identified each month and the District can implement close the gap strategies.

District/Division Intervention

First Instance of Intervention

HQ Occupational Safety and Health will notify District Safety, District Injury Compensation, District Human Resources, and the District Manager or the Senior Division Manager that they are required to perform an occupational safety and health intervention with their opportunity facilities. An opportunity facility is one whose performance is having the greatest impact on the District's overall performance. The intervention requires the District or Division to complete a detailed Occupational Safety and Health Business Review (Business Review) to determine the current state of any opportunity facility's occupational safety and health and includes an action plan regarding efforts being implemented at those facilities, with deliverables and due dates. The Business Review will be sent to the HQ Occupational Safety and Health team within five working days of notification of the requirement to implement an intervention plan for concurrence and monitoring. If the action plan results in improvement in the performance metric, the District or Division will be removed from the intervention program.

Second Instance

If the District or Division does not show improvement, HQ Occupational Safety and Health will notify Area Safety, assigned Headquarters Injury Compensation Team Lead, Area Human Resources, and the Area/Regional Vice President that the action plan failed to improve performance and they are required to conduct

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their own Business Review with the District or Division. The new Business Review will be forwarded to HQ Occupational Safety & Health within five working days of notification of enrollment for concurrence and monitoring. If the efforts result in improvement, the District or Division will be removed from the intervention program.

Third Instance

If both the District/Division Business Review and Area/Regional Business Review fail to improve overall performance, HQ Occupational Safety & Health will conduct a review of the previous actions with the District or Division Manager and Area Safety Manager and the assigned Headquarters Injury Compensation Team Lead to address the safety culture and leadership involvement. Field site visits will be conducted to identify deficiencies in implementing occupational safety and health programs, if needed.

Fourth Instance

If the District / Division continues to fail to improve, the HQ Occupational Safety and Health will notify the Deputy Postmaster General (DPMG) and Chief Human Resources Officer (CHRO) along with the Vice President, Human Resources will engage with the Area or Regional Vice President, the Chief Retail and Delivery Officer and Executive Vice President (VP CRDO), and the Chief Logistics and Processing Operations Officer and Executive Vice President (VP CLPO) to establish a structured improvement plan to focus leadership on improving the safety culture in their jurisdiction

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Additionally, Divisions and Districts are eligible for recognition for health and safety performance based on the National Performance Assessment (NPA). The criteria for recognition includes:

- achievement of a Cell 10 average in both EOY Accident Rate and Improvement to SPLY cell values by end of the FY; and
- a reduction in daily periodic roll case count.

The calculation of the NPA will take the Cell performance for Rate and the Cell performance for Improvement and provide a true average to be used for award eligibility. The top four Districts and the top four Divisions meeting these criteria will be recognized in the following ways:

- Invitation to attend a ceremony luncheon at Headquarters and be personally recognized by the DPMG and CHRO along with the VP CRDO and the VP CLPO.
- Receive a recognition banner and trophy.
- Receive a certificate and write-up of achievement.
- Noted in an article with related photos in LINK and Area/District newsletters. The article will announce the winners and feature their best practices for achieving success.
- Each winning District and Division will also receive a package sent to them containing:
 - Two banners to recognize the top facilities contributing to their success.

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- A video message from the DPMG and CHRO to share with their employees.
- A communication script to message to all employees in the District.
- Suggestions to celebrate locally.

In addition, the Area with the most Districts and the Region with the most Divisions recognized will also receive recognition.

- c. Please see the response to part b above.

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5. Please explain how the organizational restructuring of field operations implemented in FY 2021 helped the Postal Service “better target poor performance and develop strategies for accident reduction for Retail and Delivery and Logistics and Processing.” *Id.*

RESPONSE:

In FY 2021, the Postal Service initiated a phased approach to align organizational strategy and structure to improve line-of-sight, drive operational precision, and improve organizational performance to better serve its customers. This restructure created three core operating units (Retail and Delivery Operations, Logistics and Processing Operations, and Commerce and Business Solutions), aligned Area/District administrative functions to Headquarters, consolidated Districts from 67 to 50, created 2 Regions and 13 Divisions for processing and created 4 Areas and 13 Divisions for logistics.

By aligning the Human Resources function to Headquarters, Occupational Safety & Health has been able to drive performance and implementation of accident-reduction strategies in a coordinated way. Prior to the restructure, field Human Resources reported to 67 different Operations managers. Now they report directly up through the Vice President, Human Resources. All 50 field Human Resources units have the same goals, expectations, and accountabilities.

Through the creation of three core operating units, the Postal Service obtained improved insight into the types of accidents and injuries sustained by each operating unit. Because the data is more granular to the work being performed, the Postal Service is able to implement strategies geared toward the leading accident causes. This targeted approach focuses efforts tailored toward the type of work being performed

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in each operating unit. In addition, occupational safety and health messaging can be targeted based on these core operating units to be more impactful and relevant for the employees.

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6. The Postal Service states that it realigned safety functions into a single Occupational Safety and Health team that “allowed the Postal Service to provide more data analysis tools and refine existing tools”, as well as “visualiz[e] accident data, injury compensation claims and costs into a single scorecard.” *Id.*
- a. Please describe each new and existing data analysis tool related to workplace safety.
 - b. Please explain how data analysis tools were able to “visualiz[e] accident data, injury compensation claims and costs into a single scorecard.” *Id.*

RESPONSE:

- a. Occupational Safety & Health tracks all aspects of Safety, Injury Compensation and Medical Services. The mission of Occupational Safety & Health is to support and sustain a work environment in which employees are empowered to affect their personal safety and health and remain accident and injury free. Through the development of policies, programs, and initiatives, the team ensures that all employees are provided with the tools needed for long, healthy and successful careers.

The tools used include the Safety & Health Management Tool (SHMT) that tracks accidents, hazards, results of inspections, accident investigations, root cause analysis and action plans designed to prevent recurrences; the ICPAS that tracks workers' compensation data supplied to and by the US Department of Labor, Office of Workers' Compensation Programs; the Enterprise Data Warehouse (EDW) that tracks accident data from prior years and supplies exposure hour information used in calculating total accident rates; and the National Performance Assessment (NPA) detailed scorecard that tracks organizational performance for the Total Accident Rate NPA target.

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- b. The Occupational Safety & Health Scorecard combines all data from the tools outlined in the response to part a above related to accidents, workers' compensation, and employee availability in order to visualize the complete impact of an accident and/or injury.

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7. In FY 2022, the Safety and Health Management Tool will be available for field use to “provide[] insight into the safety culture in postal facilities and track[] hazards, inspection findings, and accident investigations. Reports provide trends and forecasts so that actions can be taken before accidents occur.” *Id.*
- a. Please describe the Safety and Health Management Tool.
 - b. Please explain how the Safety and Health Management Tool will be used by field personnel in FY 2022 to “provide[] insight into postal facility safety culture and track[] hazards, inspection findings, and accident investigations.” *Id.*
 - c. Please explain how the Safety and Health Management Tool generates reports that “provide trends and forecasts so that actions can be taken before accidents occur.” *Id.*

RESPONSE:

- a. The Safety and Health Management Tool (SHMT) has replaced the Employee Health and Safety (EHS) accident reporting process and the functionality of the old Safety Toolkit.
- b. The SHMT will help nonbargaining staff at Postal Service Headquarters in Washington, DC, and in the field identify where process failures and errors have occurred to help prevent accidents in the future.

The SHMT allows users to:

- Identify and eliminate hazards.
- Record accidents.
- Document inspection findings.
- Track action plans; and
- Perform root cause analysis.

The SHMT will make it easier for the Postal Service to report regulatory obligations to the Occupational Safety and Health Administration and the Office of Workers' Compensation Programs.

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Exposure to operational risk can lead to workplace injuries, disruption to business, lawsuits, and reputational damage. To minimize risk, companies need to manage incidents and investigate root causes. But most organizations use multiple homegrown or spreadsheet-based systems, limiting visibility and efficiency. SHMT provides a complete, mobile, and collaborative solution to capture, investigate, report and analyze incidents.

The SHMT offers:

- 1) Improved EHS performance by: (a) Driving a cycle of continuous improvement that enhances workplace safety; (b) building intelligent dashboards to help sites and staff focus on key objectives; and (c) conforming to the ISO 45001 standard on occupational health and safety management system requirements.
- 2) Providing a user-friendly incident management application that is AI-enabled and mobile-ready, which allows users to unlock added insights from incidents as they happen. Field personnel can take photos, add investigative notes, and make assessments of the events leading up to an accident while at the accident location.
- 3) Compliant, traceable, and auditable solutions by: (a) complying with all relevant regulatory requirements; (b) improving data traceability and auditability; and (c) enhancing the transparency of reporting procedures.
- 4) A fully integrated software for incident lifecycle management. The SHMT uses a fully integrated software that enables easy, on-the-spot mobile incident logging. The SHMT also has incident investigation and

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sophisticated root cause analysis capabilities. Each supervisor is required to fully investigate any accident and analyze what root causes led to the accident. These root causes may be due to a lack of training, an unrecognized hazard, or a situation that can be addressed through engineering controls. Each root cause is then required to be addressed by management in order to prevent recurrences of the same type of accident.

- 5) An approach to generate insights into root causes of incidents through advanced impact identification, incident investigation and analysis, and integration with the TapRooT® system. This will allow the Postal Service to follow up on corrective actions to avoid future incidents and perform consistent investigations to build prevention knowledge. By tracking the action plans implemented by the local management, the Postal Service is able to determine if the corrective action was effective in mitigating the risk to other employees.
- c. Whenever an accident or hazard is reported, tasks are required to be completed and a plan must be executed to prevent recurrence. The report factory feature of the SHMT allows users to generate reports and graphs to identify trends and to forecast opportunities. This feature also offers a scheduling and automated notification for reports to keep key findings and opportunities in front of each operational leader. Each of these reports provides insight into the specific issues in an office and allows the safety programs to be tailored to address the hazards associated with the work being performed.

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8. The Postal Service also states it designed an Occupational Safety and Health Scorecard that “allows field leadership to track the costs and impacts of each accident and documents efforts to return injured workers to suitable employment as early as possible.” *Id.*
- a. Please describe the Occupational Safety and Health Scorecard.
 - b. Please explain how the Occupational Safety and Health Scorecard “allows field leadership to track the costs and impacts of each accident and documents efforts to return injured workers to suitable employment as early as possible.” *Id.*

RESPONSE:

- a. The Occupational Safety & Health Scorecard conveniently consolidates Occupational Safety & Health metrics and measures from ICPAS, the Employee Compensation Operations and Management Portal, SHMT, and eFlash (a Postal weekly operating reporting management system), providing an eagle-eyed view of the Postal Service's performance as it relates to total accident reduction, disability compensation reduction, and returning employees to work.
 - b. Each element noted in part a of this response is drillable down to the facility level and can be exported or enlarged as needed for more detailed discussions regarding performance. Each metric is color coded to identify those locations that are meeting targets and those that are not.
- The ways in which the Occupational Safety & Health Scorecard enables field leadership to track the costs and impacts of each accident and documents efforts to return injured workers to suitable employment as early as possible are described above in the responses to questions 6 and 7 of this ChIR.

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9. In FY 2021, the Postal Service measured employee engagement using the Postal Pulse survey. *Id.* at 43. Please provide a copy of the Postal Pulse survey administered in FY 2021.

RESPONSE:

Please find the FY 2021 Postal Pulse Survey attached electronically to this response.

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- 10.** In a CHIR response, the Postal Service explained that it calculated the Engagement Survey Response Rate “by dividing the number of employees who responded to at least one question on the Postal Pulse Survey by the total number of employees.”⁵ Please provide the steps for calculating the FY 2021 Survey Response Rate of 25 percent. See Response to CHIR No. 4, question 1.a.

RESPONSE:

The Engagement Survey Response Rate is calculated by dividing the total number of respondents (who answered at least one question) by the total employee population to which the Postal Pulse Survey was distributed. In FY 2021, surveys were distributed to 587,472 Postal Service employees and 148,396 responded (*i.e.*, answered at least one question). 148,396 was divided by 587,472 to calculate the 25.26 percent response rate.

⁵ Responses of the United States Postal Service to Questions 1-3 of Chairman's Information Request No. 4, January 28, 2022, question 1.a. (Response to CHIR No. 4).

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11. In its reply comments, the Postal Service states that “[g]iven the size of the Postal Service’s organization, an employee survey response rate between 5 percent-30 percent is typical.”⁶
- a. Please explain in detail how an employee survey response rate between 5 to 30 percent is typical of an organization the size of the Postal Service. In the response, please cite to sources or provide analyses supporting this assertion.
 - b. If available, please identify employee survey response rates of organizations similar in size to the Postal Service.

RESPONSE:

- a. Over the previous seven years, the response rate on the Postal Service’s Engagement Survey ranged from 30 percent to 47 percent. The Postal Service certainly aspires to reach higher response rates, as shown by its FY21 response rate goal of 50 percent, and will continue its efforts to increase its response rate. However, it is not usually able to achieve those high response rates. Furthermore, this past year was particularly challenging due to the COVID-19 pandemic and a large restructuring effort that occurred concurrent with the survey administration. Given the Postal Service’s historical response rates coupled with significant external factors, the most recent response rate may be considered within a range of reasonable expectation and fairly representative of the employee population.
- b. The Postal Service does not have access to this information nor is the Postal Service aware of similarly sized or situated organizations with more than 580,000 employees, many of which are bargaining unit employees.

⁶ Reply Comments of the United States Postal Service, March 15, 2022, at 8.

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12. In a CHIR response, the Postal Service explains that “[t]he Grand Mean Engagement Score is derived from the average of ratings for survey items Q01-Q12 provided by Postal Pulse Survey respondents.” Response to CHIR No. 4, question 1.a. Please provide the steps for calculating the FY 2021 Grand Mean Engagement Score of 3.36. See *FY 2021 Annual Report* at 44.

RESPONSE:

To calculate the grand mean score, the responses for each survey question are averaged to calculate the average score per question. Next, the average scores for Q01 through Q12 are averaged to calculate the grand mean score, as shown in the table below. In this case, the total mean of Q01 through Q12 equaled 40.27. This sum was then divided by 12 to arrive at 3.36.

Item #	Question	Mean Score
Q01	I know what is expected of me at work.	4.29
Q02	I have the materials and equipment I need to do my work right.	3.60
Q03	At work, I have the opportunity to do what I do best every day.	3.81
Q04	In the last seven days, I have received recognition or praise for doing good work.	2.91
Q05	My supervisor, or someone at work, seems to care about me as a person.	3.48
Q06	There is someone at work who encourages my development.	3.12
Q07	At work, my opinions seem to count.	2.95
Q08	The mission or purpose of my company makes me feel my job is important.	3.62
Q09	My fellow employees are committed to doing quality work.	3.42
Q10	I have a best friend at work.	3.10
Q11	In the last six months, someone at work has talked to me about my progress.	2.83
Q12	This last year, I have had opportunities at work to learn and grow.	3.14
Total of Q01 – Q12		40.27
Average of Q01 – Q12 (divided by 12)		3.36

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- 13.** Please provide a table listing the FY 2021 mean scores for each item on the Postal Pulse survey (including Item 0 on overall satisfaction).

RESPONSE:

The table below lists the mean scores for each item on the FY 2021 Postal Pulse Survey. All questions are rated on a scale of 1 (strongly disagree) to 5 (strongly agree).

Item #	Question	Mean Score
Q00	How satisfied are you with the Postal Service as a place to work?	3.52
Q01	I know what is expected of me at work.	4.29
Q02	I have the materials and equipment I need to do my work right.	3.60
Q03	At work, I have the opportunity to do what I do best every day.	3.81
Q04	In the last seven days, I have received recognition or praise for doing good work.	2.91
Q05	My supervisor, or someone at work, seems to care about me as a person.	3.48
Q06	There is someone at work who encourages my development.	3.12
Q07	At work, my opinions seem to count.	2.95
Q08	The mission or purpose of my company makes me feel my job is important.	3.62
Q09	My fellow employees are committed to doing quality work.	3.42
Q10	I have a best friend at work.	3.10
Q11	In the last six months, someone at work has talked to me about my progress.	2.83
Q12	This last year, I have had opportunities at work to learn and grow.	3.14
C01	My immediate supervisor has recent spent one-on-one time with me to discuss my workplace needs.	2.83

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- 14.** The Postal Service states that analyzing postal data shows that the Grand Mean Engagement Score “correlate[s] significantly with a variety of key performance metrics, such as improved productivity, improved customer satisfaction, and reduced leave usage, accidents, and injuries.” *Id.* Please describe in detail how the Grand Mean Engagement Score correlates to each of these performance metrics.

RESPONSE:

The Postal Service's survey vendor, Gallup, conducted multiple studies demonstrating correlations between the Q12 survey items and an organization's key business outcomes. Gallup conducted a meta-analysis of over 112,000 teams — over 2.7 million employees — that revealed that teams in the top quartile of employee engagement achieved higher performance on positive outcomes (customer loyalty, sales, productivity, profitability, well-being and organizational citizenship) and realized fewer negative outcomes (absenteeism, turnover, shrinkage, safety incidents and quality defects) than those in the bottom quartile. The table below shows the median percent difference across companies in Gallup's database.

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When comparing employee engagement levels, Gallup found that top - and bottom-quartile business units and teams had the following differences in business outcomes*:

Positive Outcomes

10%
in customer
loyalty/engagement

18%
in productivity
(sales)

14%
in productivity
(production records
and evaluations)

23%
in profitability

66%
in wellbeing
(net thriving
employees)

13%
in organizational
citizenship
(participation)

Negative Outcomes

81%
in absenteeism

18%
in turnover
(for highturnover
organizations)

43%
in turnover
(for lowturnover
organizations)

28%
in shrinkage
(theft)

64%
in safety incidents
(accidents)

58%
in patient safety
incidents
(mortality and falls)

41%
in quality
(defects)

Source: The Relationship Between Engagement at Work and Organizational Outcomes: 2020 Data Analysis: 10 Edition

*The above figures are median percent differences across companies in Gallup's database. Higher organizations are those with more than 40% annualized turnover. Lowturnover organizations are those with 40% or lower annualized turnover.

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- 15.** In the *FY 2021 Annual Report*, the FY 2018 Controllable Income (Loss) result is listed as \$(0.81) billion. *Id.* at 33. By contrast, the *FY 2018 Annual Report to Congress* lists the FY 2018 result as \$(1.95) billion.⁷ Please reconcile the discrepancy and confirm the FY 2018 Controllable Income (Loss) result.

RESPONSE:

When the table on page 33 of the FY 2021 Annual Report was being updated, the value for FY 2017 of \$(0.81) billion was inadvertently carried over into the entry for FY 2018. The correct value for FY 2018 was and remains \$(1.95) billion. The FY 2021 Annual Report was corrected and republished online on March 22, 2022.

⁷ Docket No. ACR2018, Library Reference USPS-FY18-17, December 28, 2018, PDF file "USPS.FY18.17_Annual Report to Congress.pdf."